

005090" 949/2560

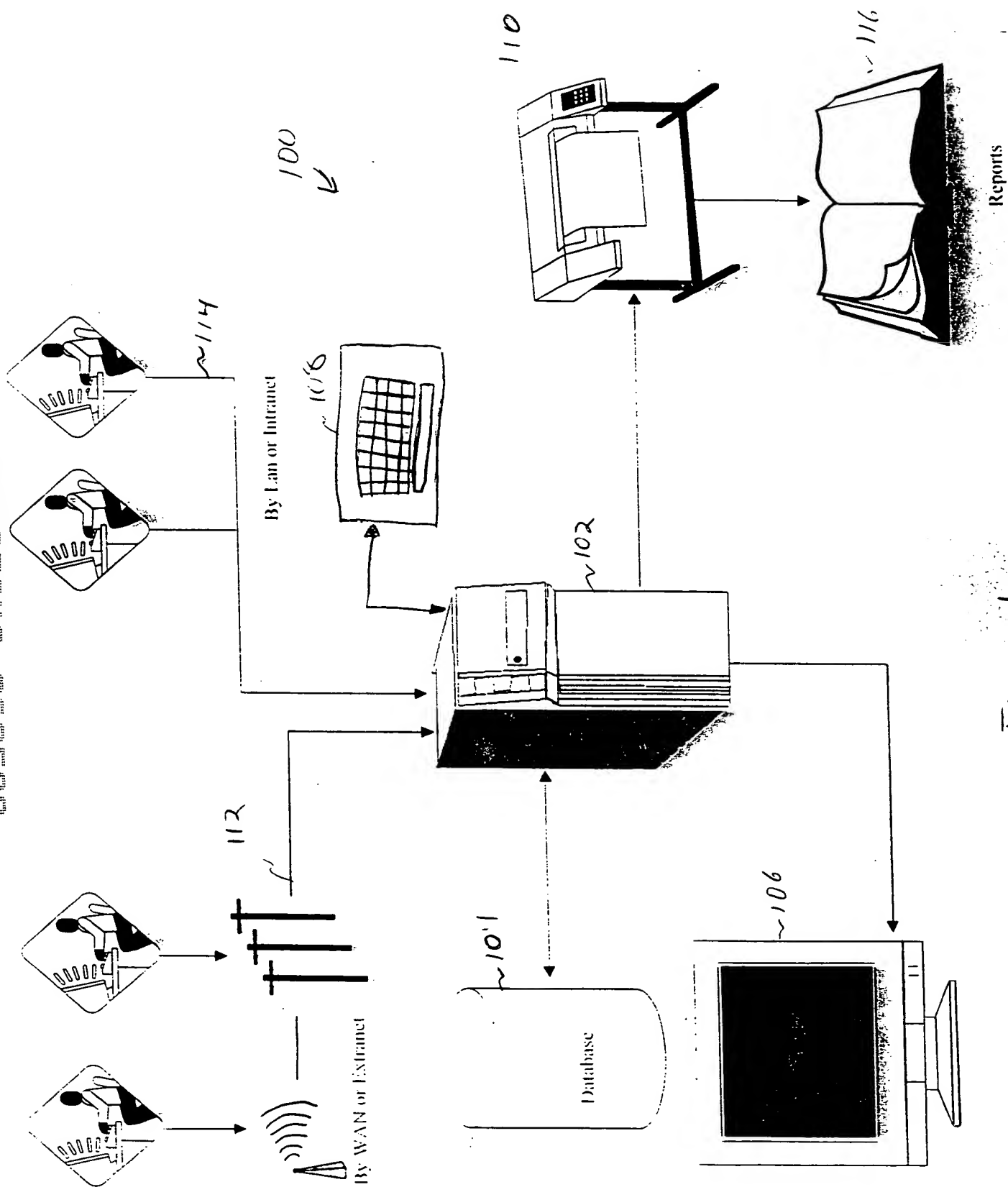


Figure 1

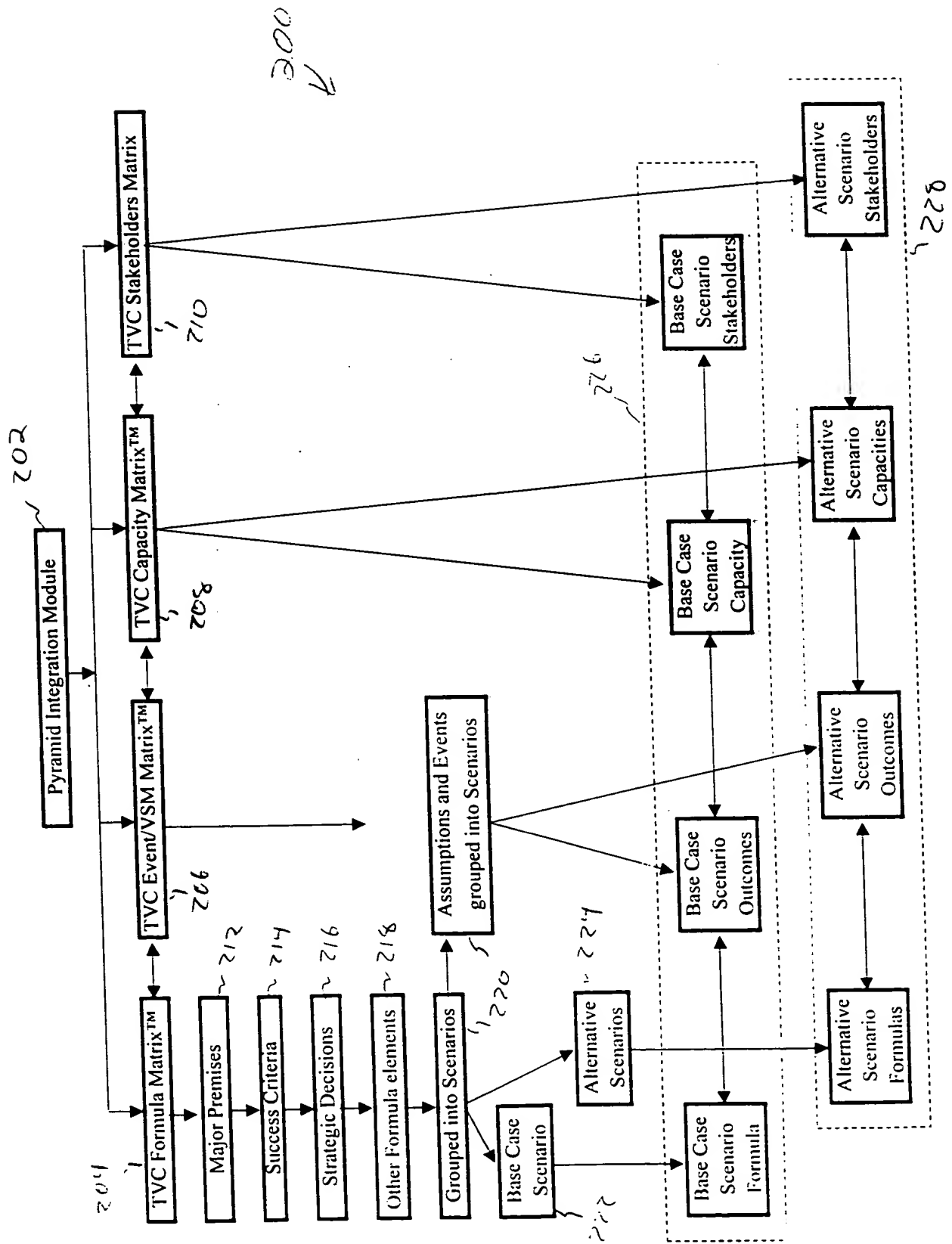


Figure 2

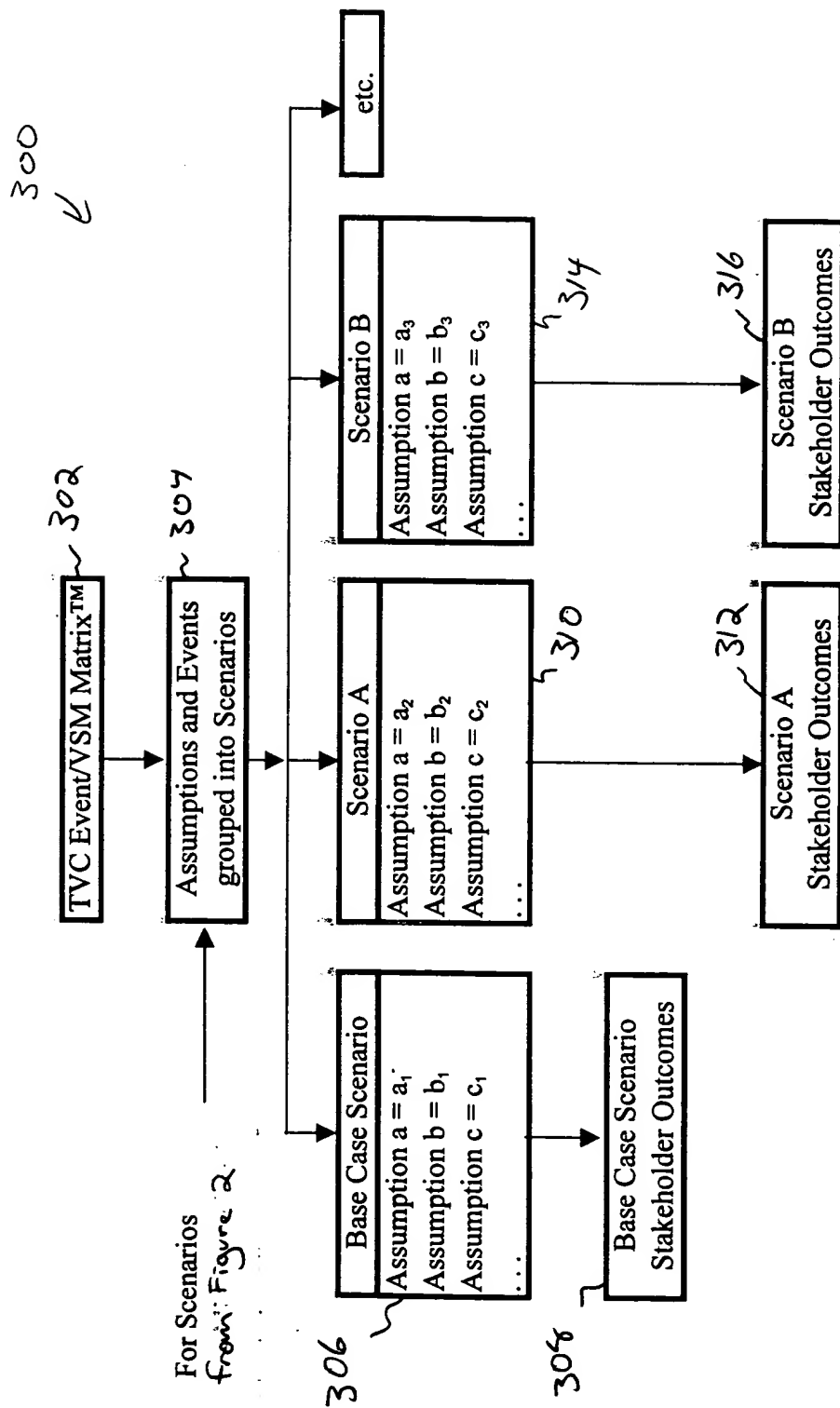


Figure 3

306

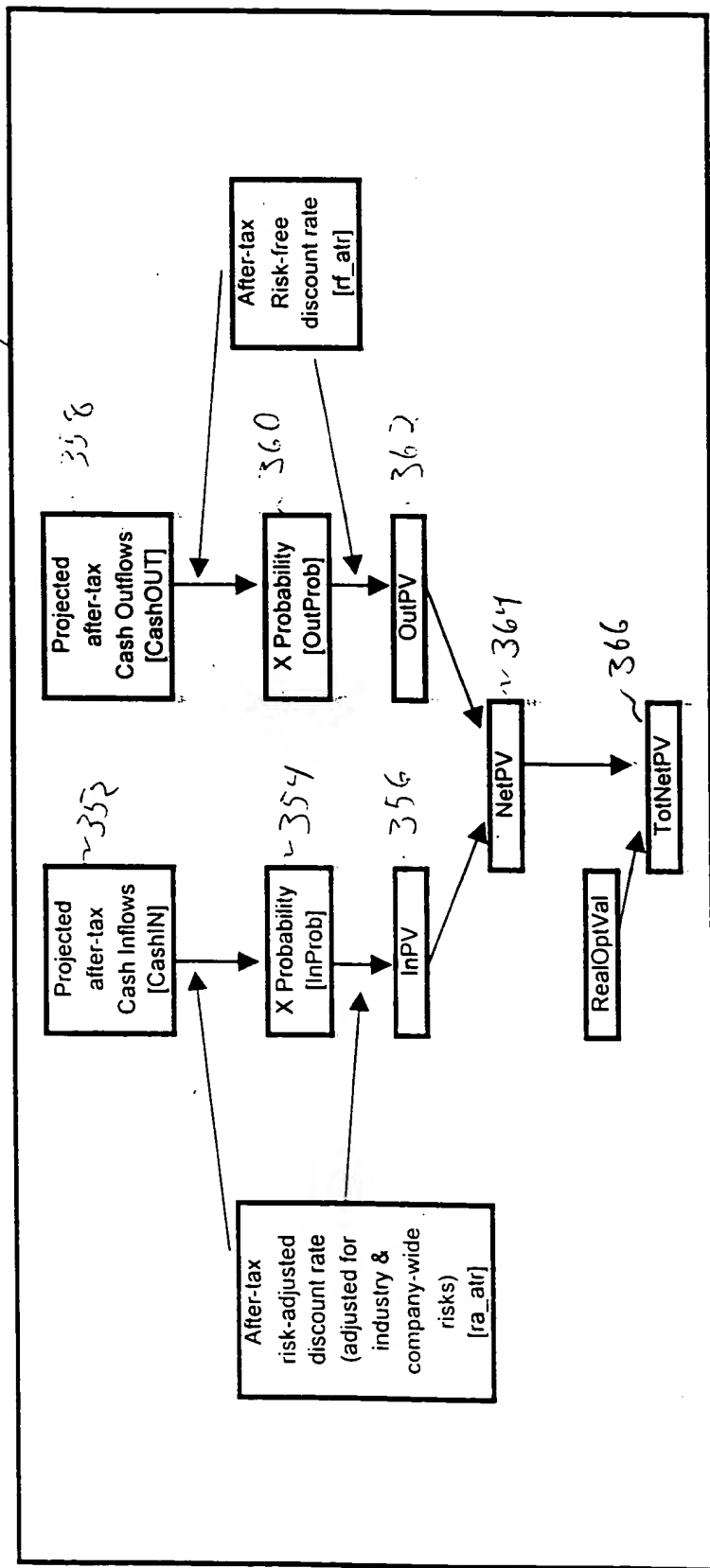


Figure 4

306

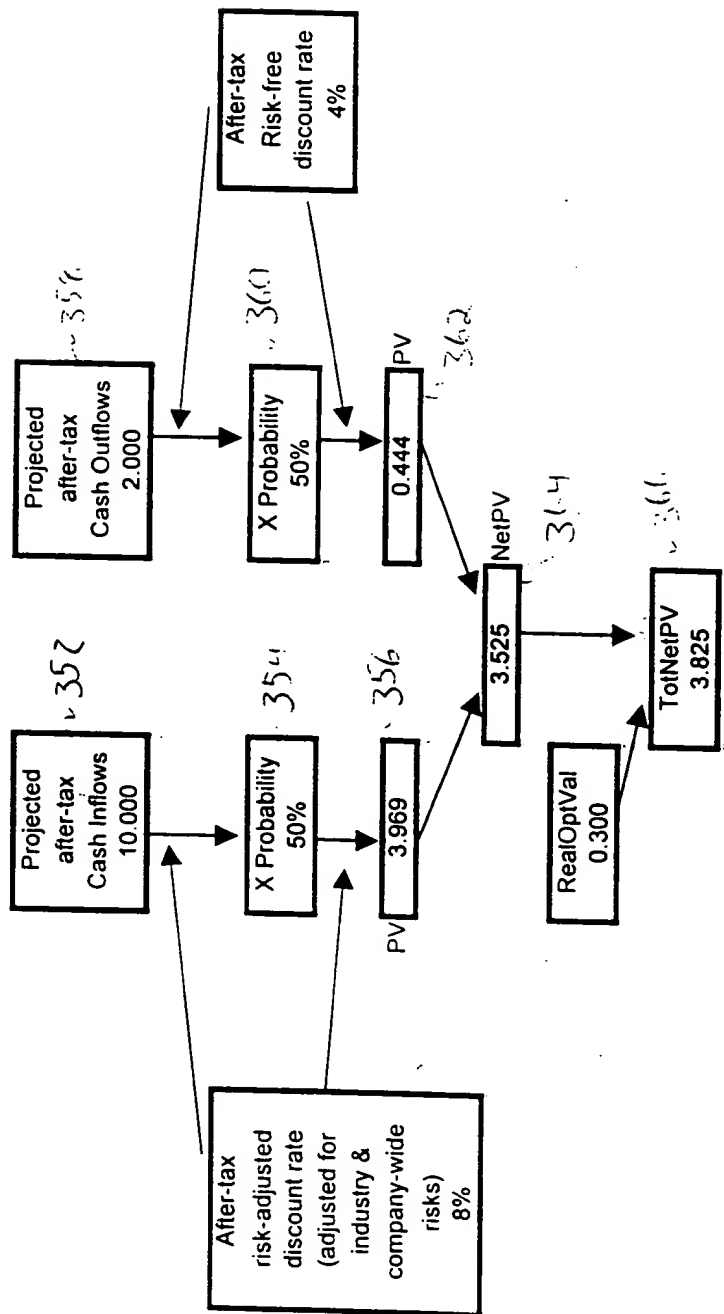


Figure 5

300  
✓

TVC Event/VSM Matrix™ 302

For Scenarios

Assumptions and Events  
grouped into Scenarios 304

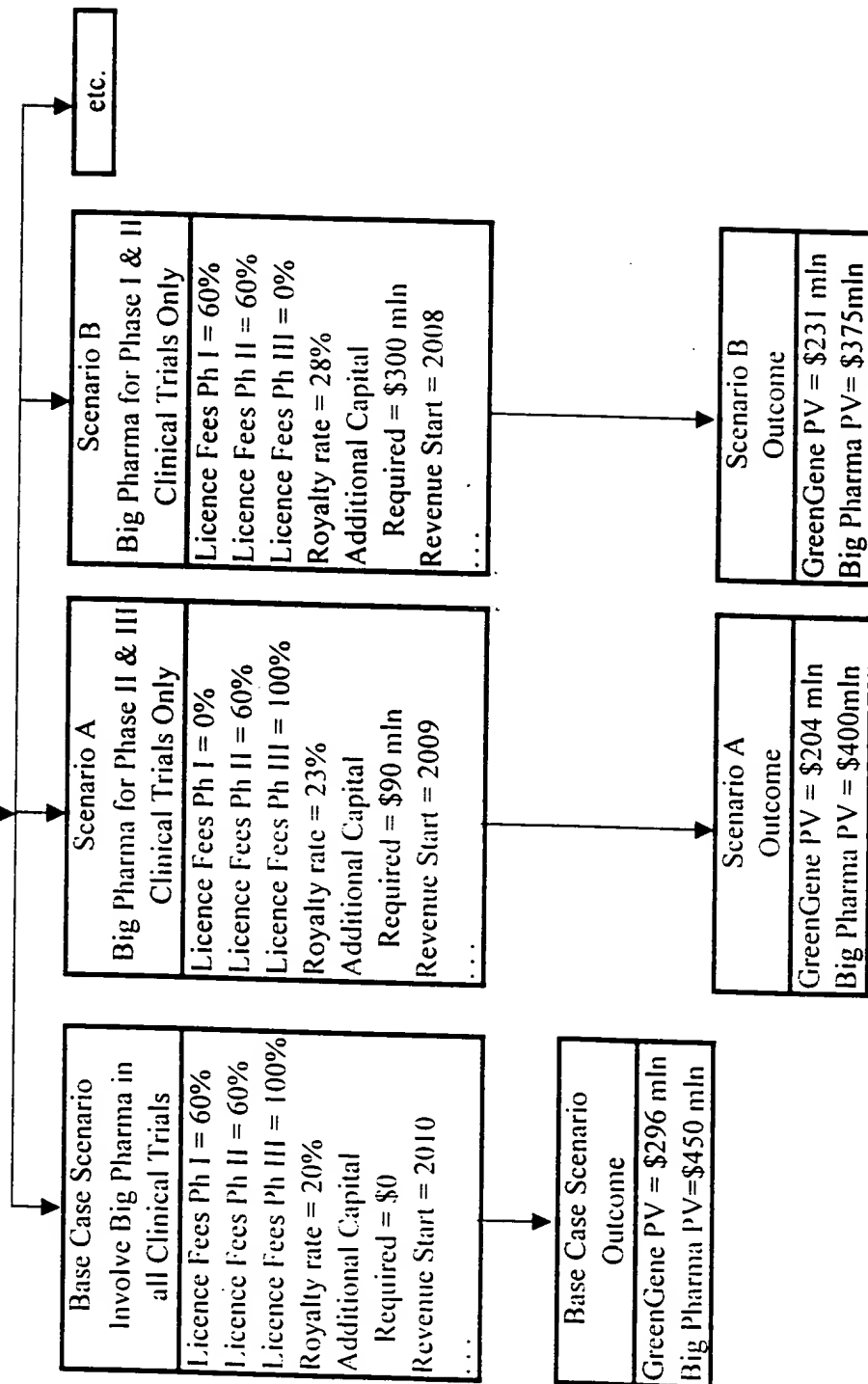


Figure 6

Fig 244

Stakeholders Example

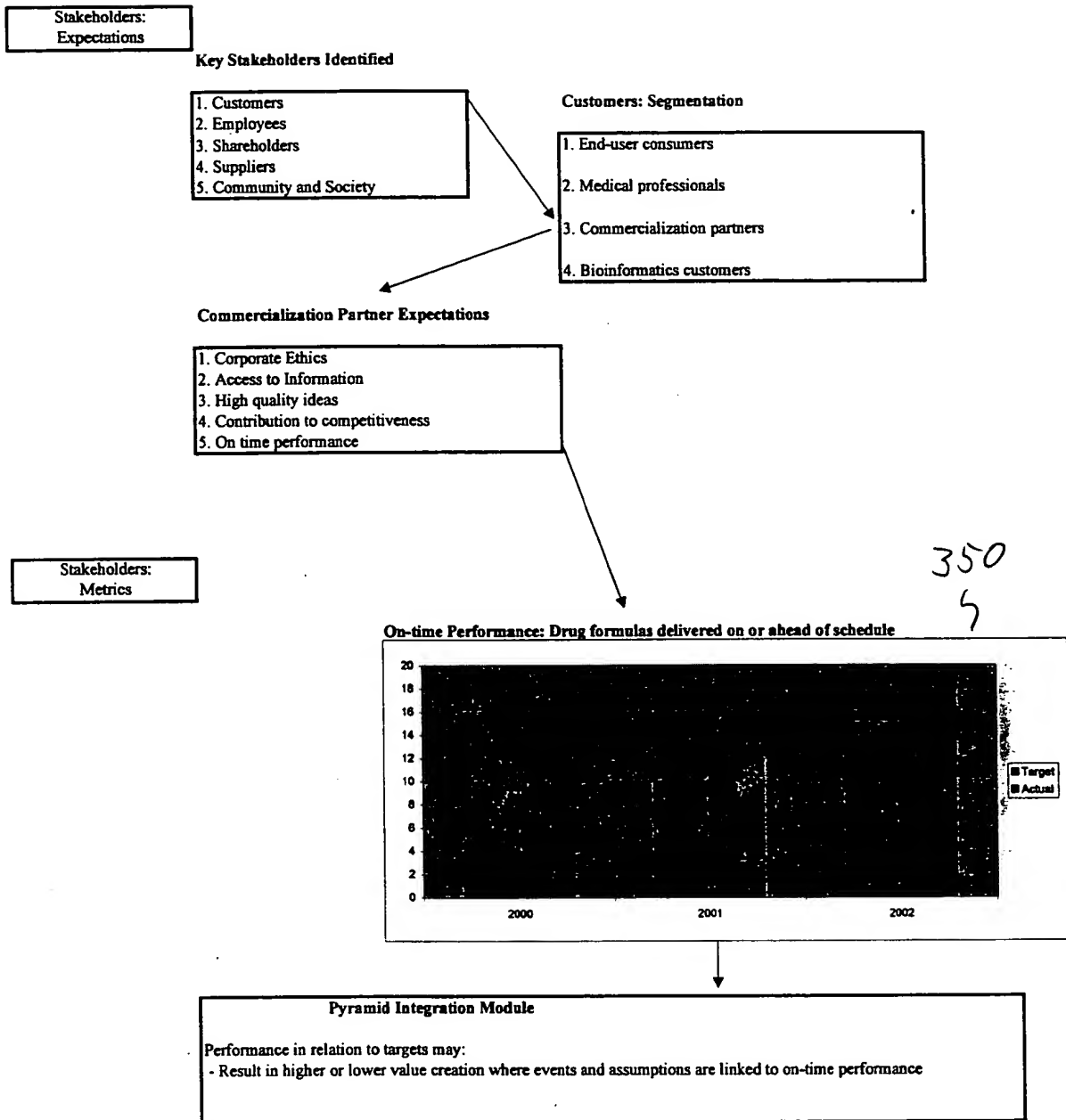


Figure 7

Fig 234

# Capabilities Example

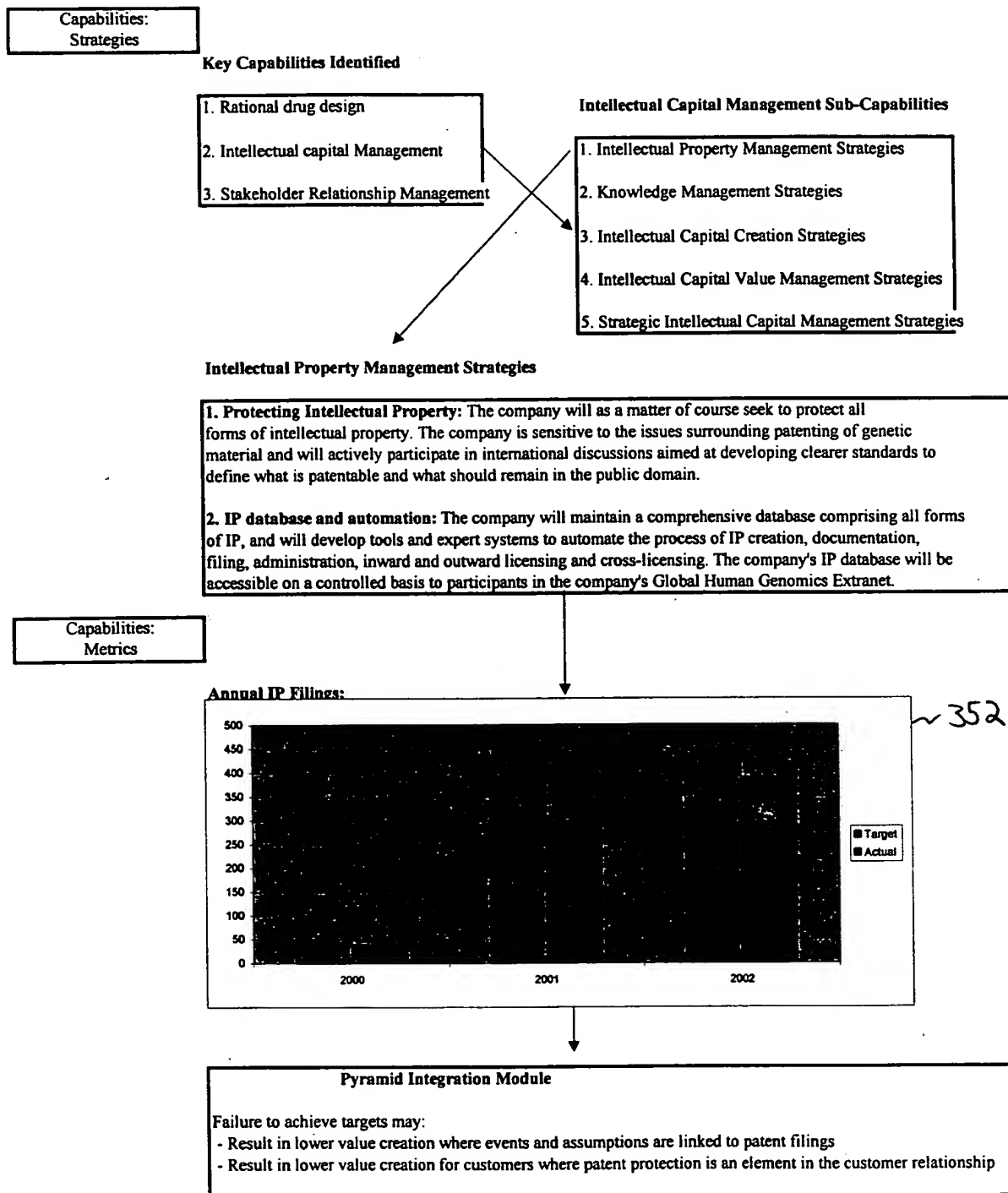


Figure 8



Fig 236

Infrastructure Example

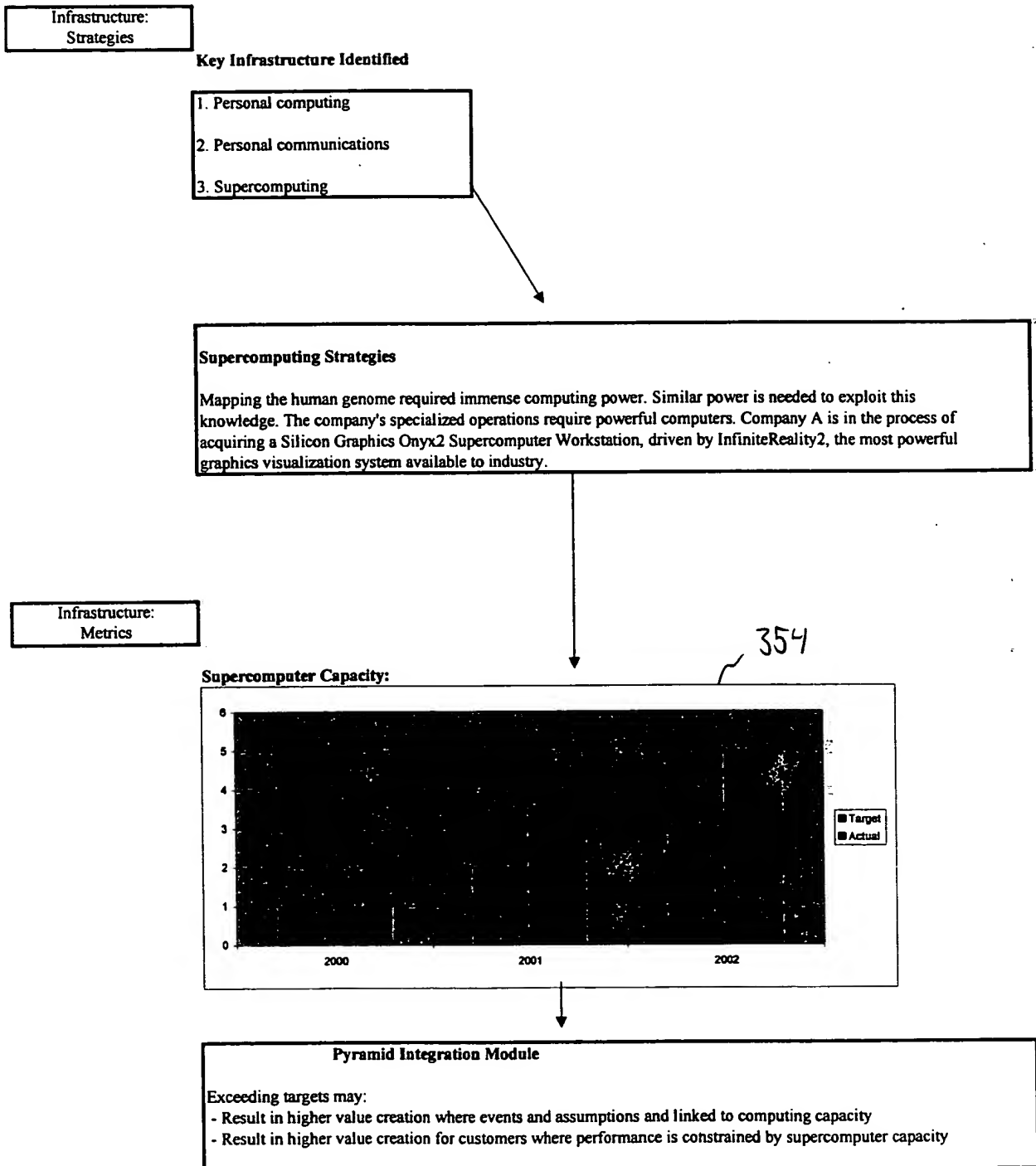


Figure 9

Fig 238

Network Example

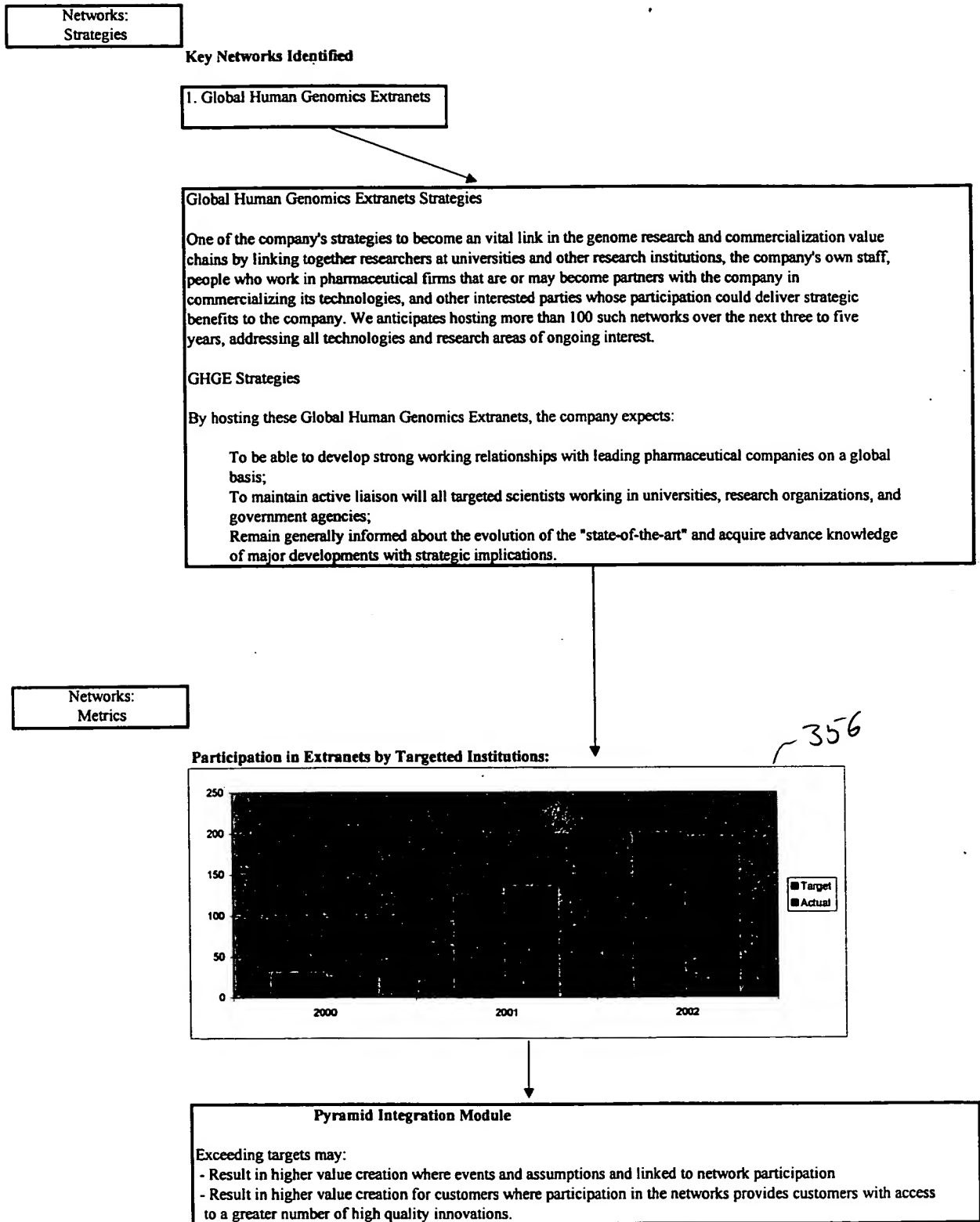


Figure 10

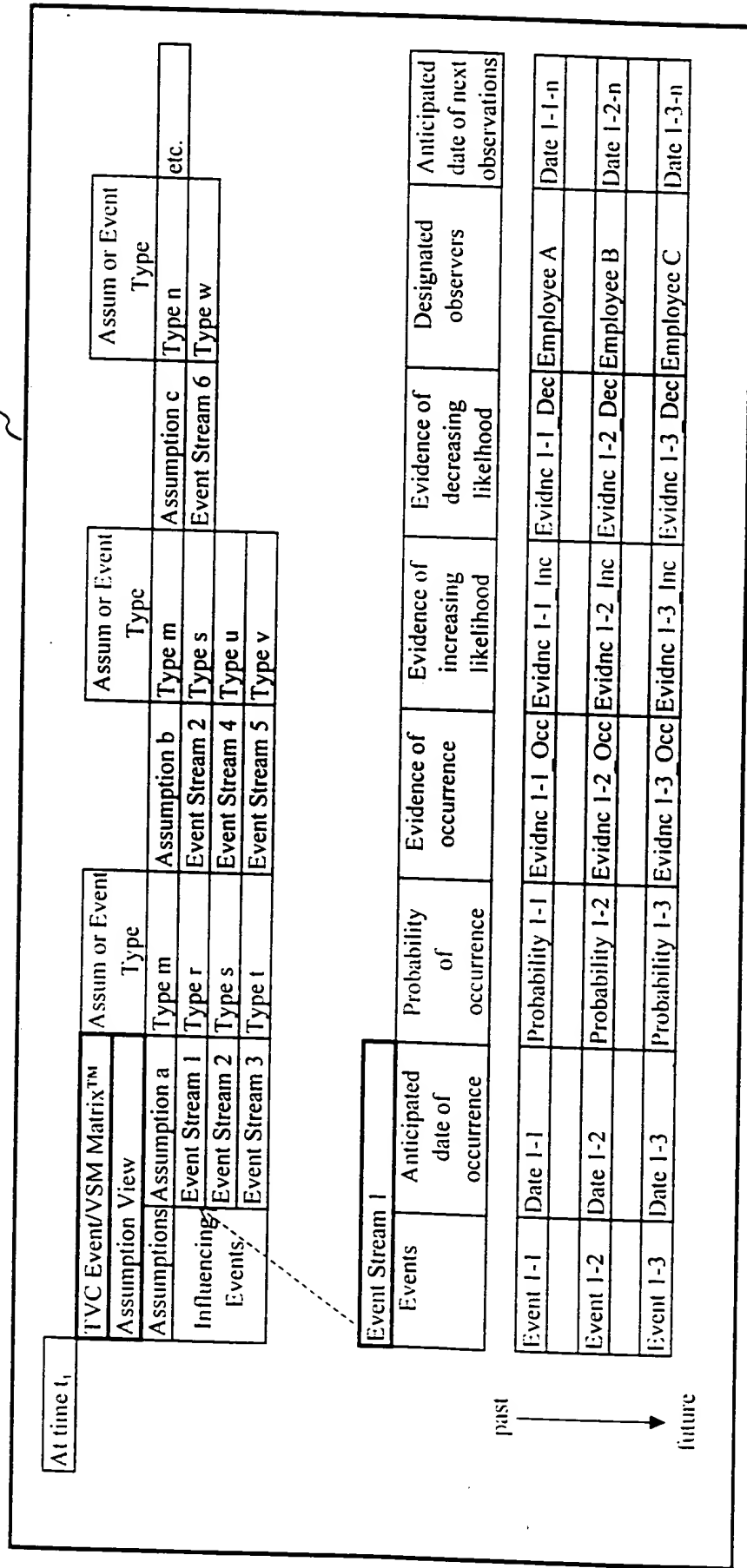


Figure 11

May 1, 2000

TVC Event/VSM Matrix™		Assum or Event		Assum or Event		Assum or Event	
Assumption View		Type		Type		Type	
Assumptions	Royalty rate=20%	Revenue Assum		Revenue Assum		Revenue Assu	
	Changes in competitor royalty rates	Competitive event		Market event		Scientific event	
	Change in world drug sales growth rate	Market event		Market event		Market event	
Influencing Event Streams	Negotiating success with new potential pharma partners	Relational event		Impact of non-drug therapies		Competitive event	
	Change in world drug sales growth rate	Market event		Change in health care delivery system in China		Market event	
				Assumed market growth = 15%/yr Change in world drug sales current growth rate		Revenue Assum	
				Drug longevity = 10 yrs Chromosome 18 progress at Cold Spring Harbour		Revenue Assu	
						etc.	

## Changes in competitor royalty rates

Events	Anticipated date of occurrence	Probability of occurrence	Evidence of occurrence	Evidence of increasing likelihood	Evidence of decreasing likelihood	Designated observers	Anticipated date of next observations
Glaxo deal	June 1, 2000	10-20%	Media Report	Talks continuing	Report of stall in negotiations	Anne Smith	Mar 1, 2000
Impact of EU protocols	July 15, 2000	5-10%	Proceedings of July Conference	Progress of German proposals	Dropping of German proposals	Kurt Heigel	Apr 15, 2000
Impact of Lilly merger	September 1, 2000	50%	New policy announcement	Senior French management replaced	Not reorganizing French subsidiary	Étienne Dupuy	Jul 5, 2000

past

future

Figure 12

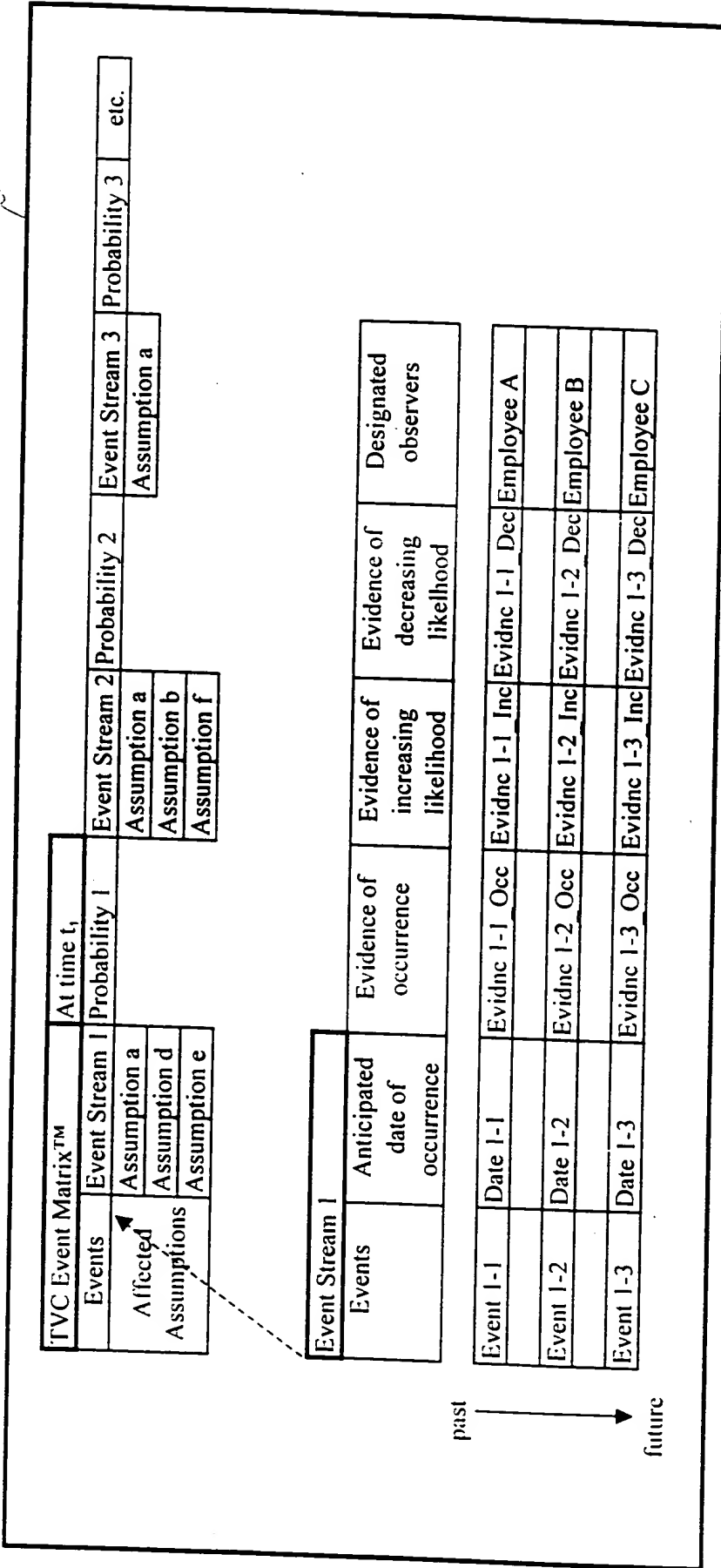


Figure 13

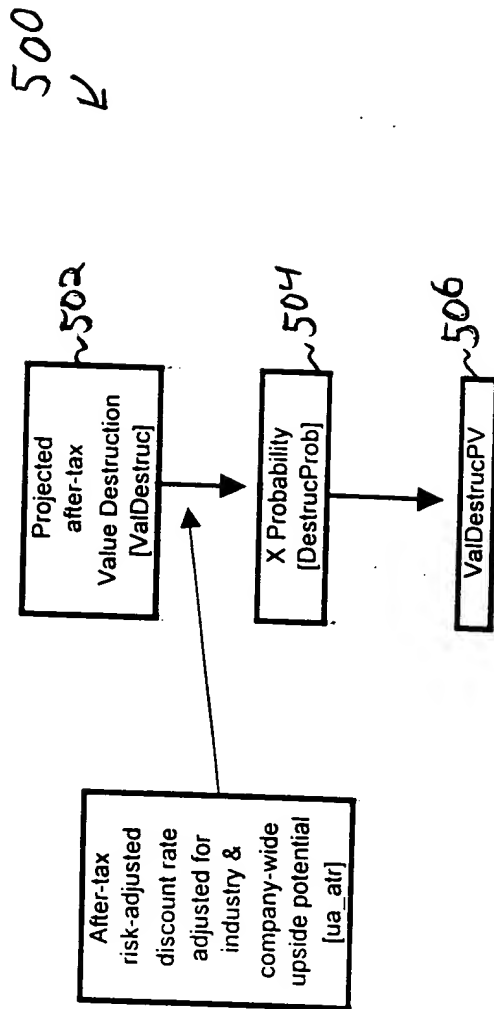


Figure 14

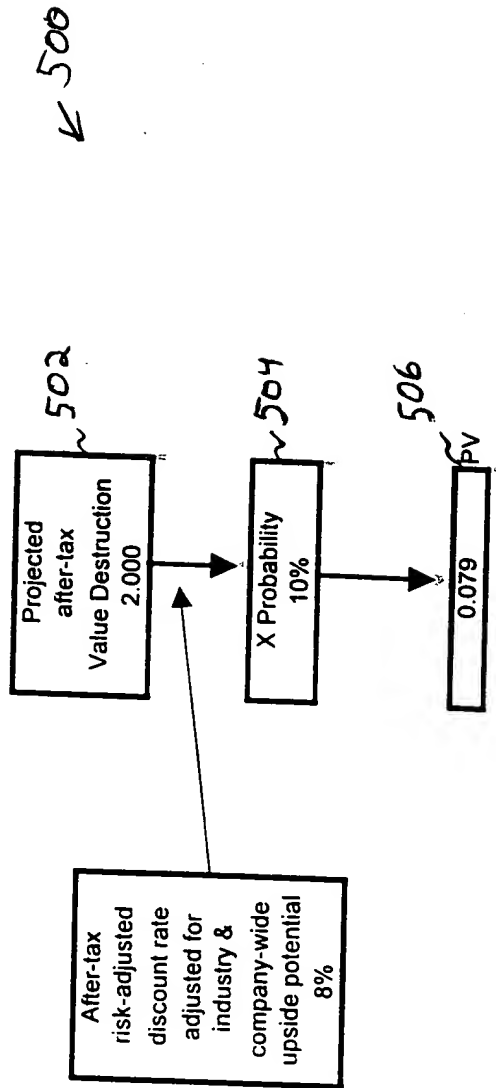


Figure 15

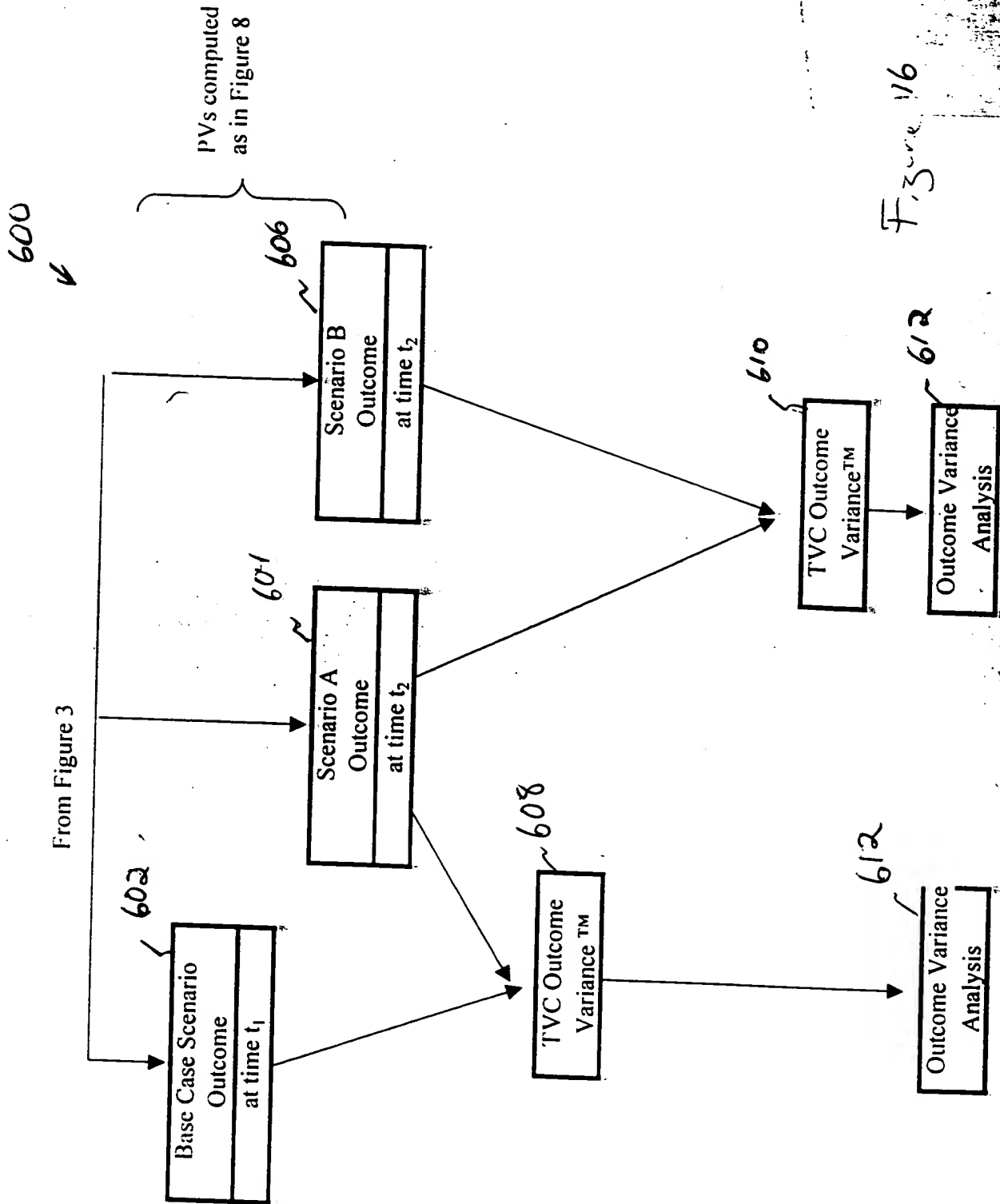


Figure 16



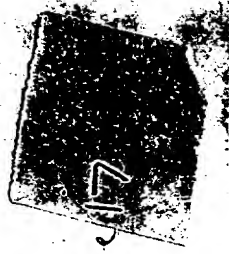
005030" 94948550

### Calculation of Outcome Variance

PV of Bio-tech drug projects	468.999
PV of Bio-informatics tools	134.424
Free cash PV	2.649
Current PV of GreenGene	600.774
Last year's PV	471.418
Delta_PV	129.356
COCr on last yr PV	75.427
Outcome Variance	53.929

### Analysis of Outcome Variance

cause	effect \$ mlns
revised projection tool #4 sales	25.009
from 0.007% to 0.015%	
world bio-tech sales growth thru 2005	
from 11.5% to 12.5%	14.931
revised projection drug #26 sales	
from 0.45% to 0.70%	10.196
last yr wrld sales grew 12.9% not 11.5%	7.000
increased R&D spending last year	-1.607
increased future R&D spending	-1.461
effect of WHO donation	-0.306
last yr's investment income better	0.167
	53.929



F.3-17

005030" 94343560

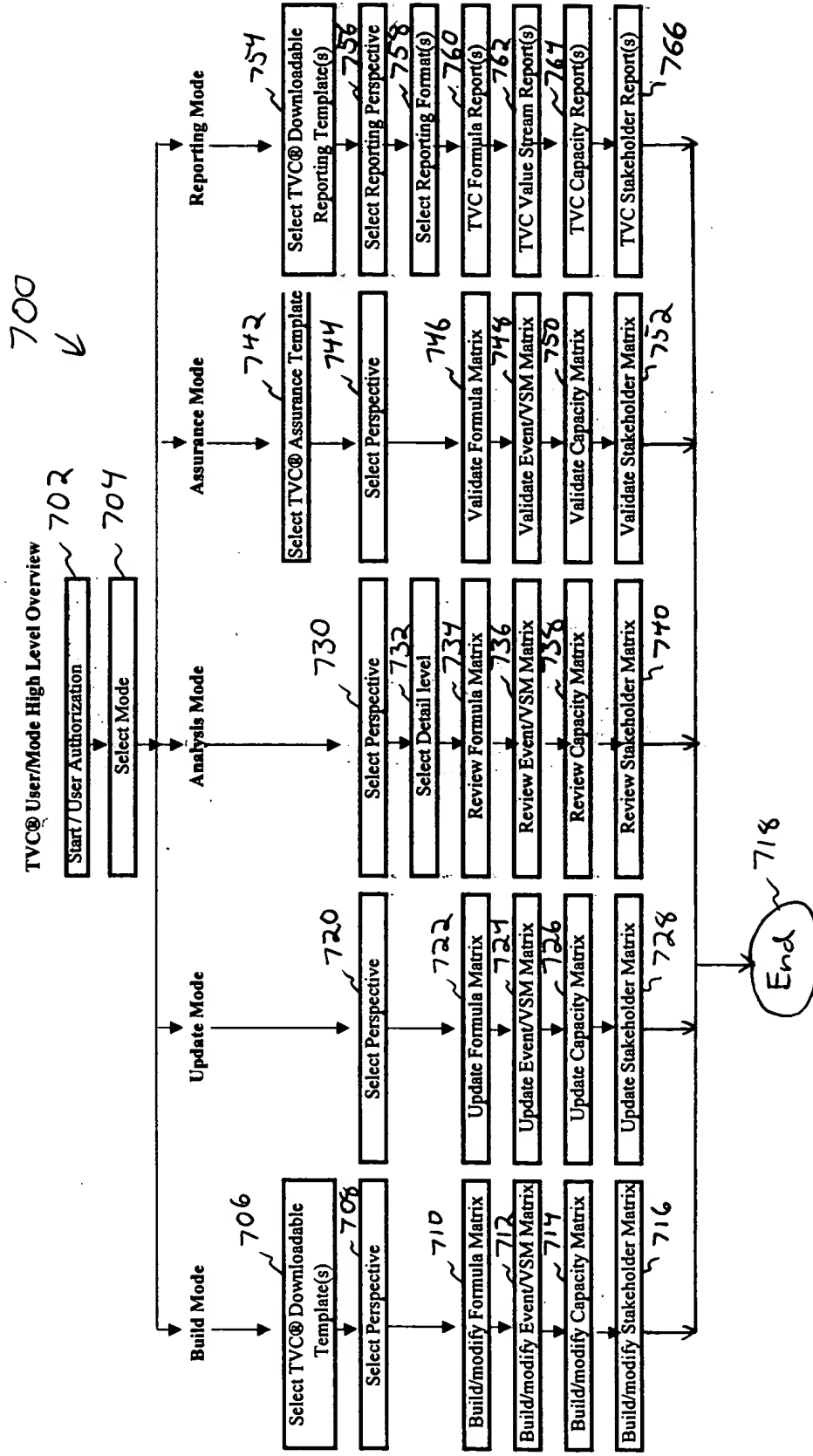


Figure 18

Fig 225

Stakeholder Stored Assumptions

At time $t_i$		TVC Event/VSM Matrix™		Stakeholder Reference		Stakeholder Reference		Stakeholder Reference	
Events Related Assumptions	Event View								
	Events	Event 1		Management		Event 2		Event 3	
	Related Assumptions	Assumption a		Management		Assumption b		Assumption e	
		Assumption a		User B		Assumption c		Assumption e	
		Assumption a		User C		Assumption d			
						Management		User A	
								User A	
								User B	
								etc.	

Figure 19

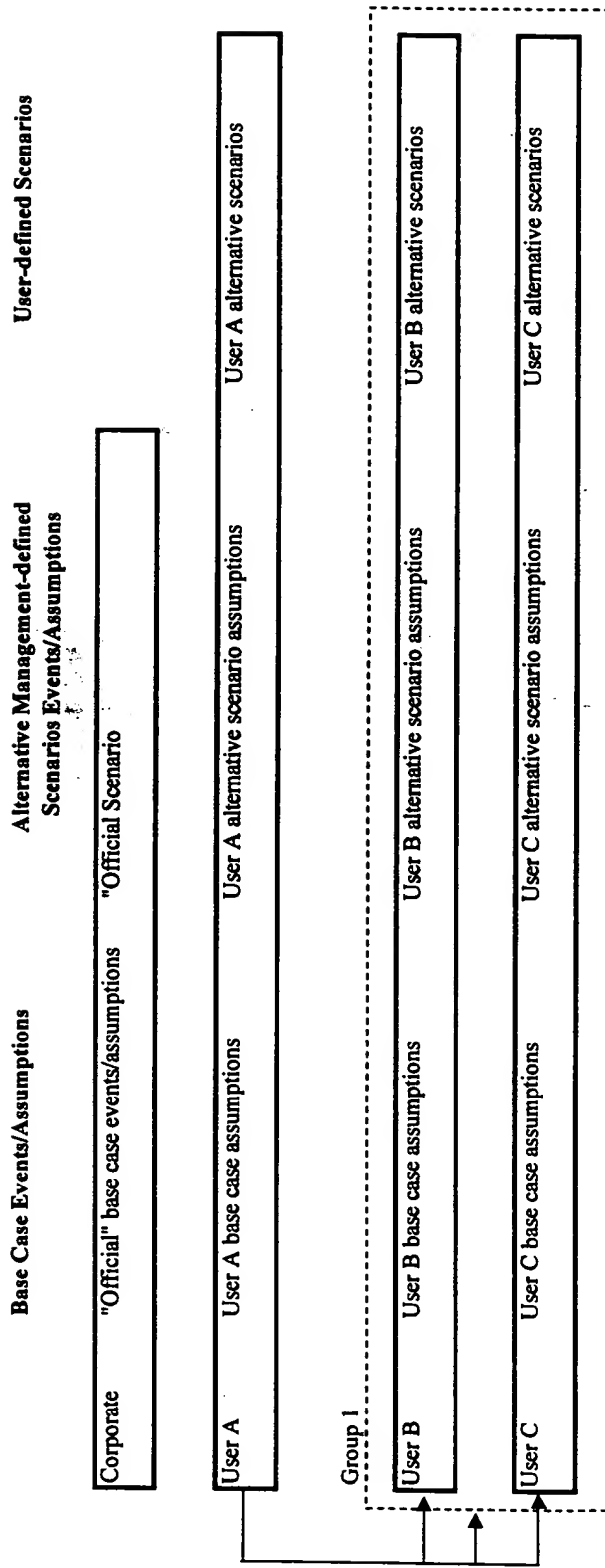


Figure 20

005090" 913/8560

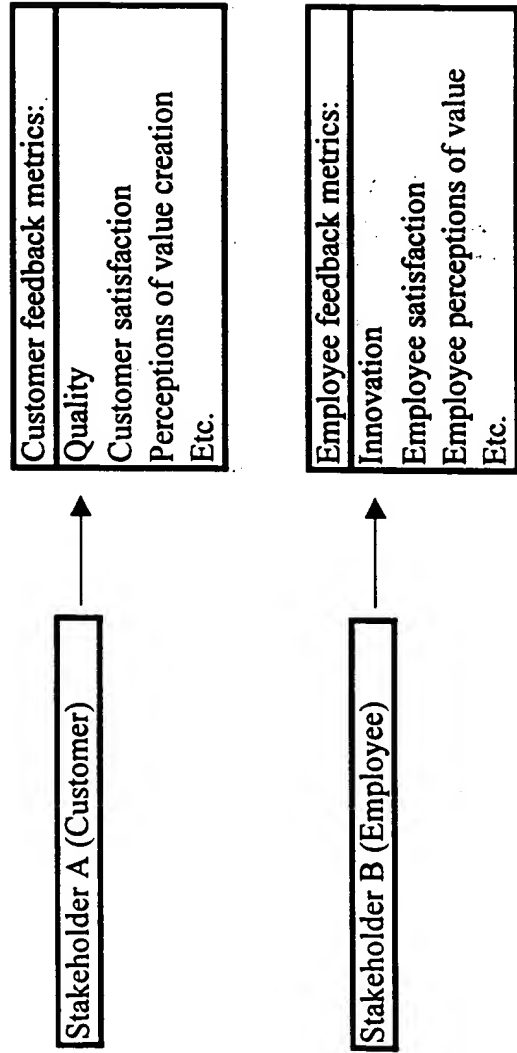


Figure 21.

Fig 227

Stakeholder Interactivity - Calculations

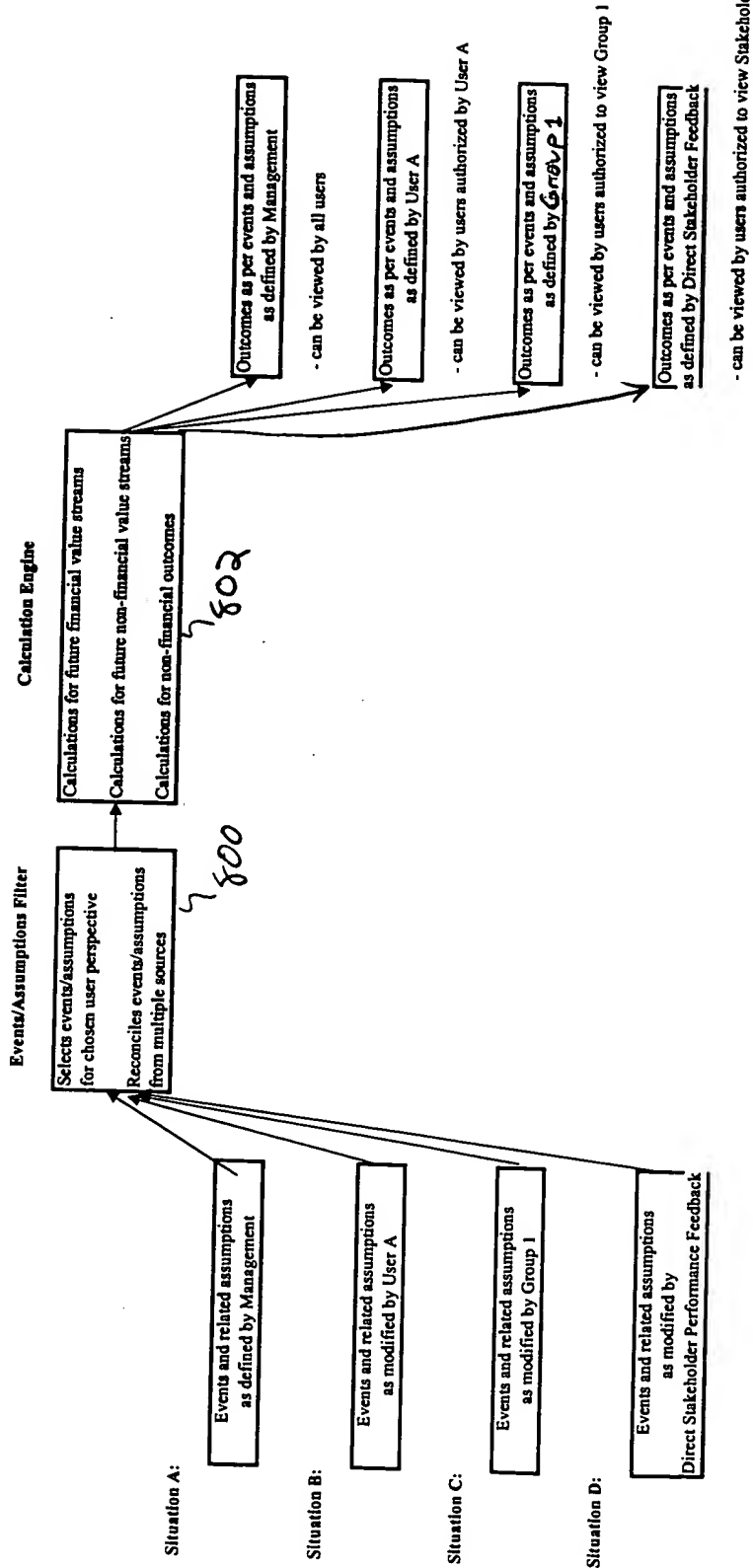


Figure 227